

Compensation & Benefits

REVIEW

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Subject Index

Advisory Board

The CBR Advisory Board Comments on: Restructuring Issues, Compensation's New Strategic Role, and Market Risks of Stock Incentive PlansN/D:67

Benefits (See also Workers' Compensation)

Benefit Planning and Management in a Changing, Dynamic Labor MarketJ/F:74
Employers need to educate employees on the need to plan for a tomorrow with fewer benefits.

How IBM Reengineered Its Benefits Center into a National HR Service CenterM/A:41
(Case Study) The winners of a 1990 contest on managing IBM's human resources in the future could not have foreseen where their idea would lead.

Wearing Two Hats—When Is a Company Speaking as a Plan Fiduciary Rather than as an Employer? ..N/D:57
(Legal Update) A firm's underhanded attempt to shed benefits liabilities raises the bar for all on integrity standards.

Compensation Strategy

Behind the Big Picture: Employment Trends in the 1990sJ/F:8
(Metrics Report) The U.S. workforce has grown in the '90s, but new jobs often pay less and offer less security than in the past.

Inside the Virtual Workplace: Forging a New Deal for Work and RewardsJ/F:27
When people from different companies work together, how will we ensure common goals?

Learn to Manage Pay and Performance Like an EntrepreneurJ/F:52
Compensation professionals in large, mature companies can learn a lot from those in smaller firms.

Rethinking the Nature of Work:
A Look at the Research EvidenceJ/A:50
Studies of evolving changes in employer-employee relationships raise paradoxes HR professionals will need to confront.

The End of Jobs: Planning and Managing Rewards in the New Work ParadigmJ/F:13
The new work management model is driving the revolution in compensation management.

When Is Compensation Not Enough? Rethinking How to Reward the WorkforceJ/F:59
The key questions are: What must employees accomplish? What is the organization willing to reward?

Competency-Based Pay

Six Companies Share Their Insights: The Challenges in Applying CompetenciesM/A:64
Sibson & Company, in cooperation with CBR, invited representatives from six diverse companies to participate in a wide-ranging roundtable discussion on competencies.

Ethics

Compensation Ethics: Guidelines for Developing a CodeM/A:24

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(Opinion) Every profession has its code of ethics. We, too, face situations involving ethical decisions, and we, too, need to define and follow a code.

Ethics Must Come from the Top DownM/A:25
(Response) We can't ask individuals to make a stand for compensation ethics without a clear management and board imperative for an ethical organization.

Executive Compensation

Executive Compensation and Changes in Control: A Search for FairnessM/A:30
The challenge is to protect execs from changes in control without being extravagant with shareholders' money.

Executive Compensation for Growth CompaniesN/D:41
Flexible program design is the key to effective executive compensation programs for high growth companies.

Mergers and Acquisitions: How Executive Compensation May Affect a DealS/O:53
Companies considering a merger or acquisition should examine the impact of existing compensation arrangements.

Structuring Compensation Plans for Joint Ventures and Other Strategic AlliancesJ/A:40
Compensation design for a strategic alliance is influenced by the parent-firms' programs as well as the new venture's structure and economics.

401(k) Plans

Did Your Organization Really Mean to Create 401(k) Millionaires?N/D:60
(Opinion) Some 401(k) plan participants have very rich nest eggs, which implies that employers should consider whether they have overfunded their plans.

Don't Alter 401(k) Funding: Millionaires Are Rare and Most People Save Too LittleN/D:66
(Response) Undersaving by employees, not overfunding by employers, is still the major retirement concern—\$1 million isn't much to fund a long life in retirement.

401(k) Bonanzas Won't Promote a Rash of Early RetirementsN/D:61
(Response) Increased use of 401(k)s is good for employers as well as employees, but employers may have to find other ways to influence employees' job choices.

Gainsharing

How to Make Gainsharing Successful: The Collective Experience of 17 FacilitiesS/O:43
For solid advice on how gainsharing works, listen to what managers who have implemented plans have to say.

Global Compensation and Benefits

Salaryman Today and into TomorrowS/O:67
What is the Japanese salaryman (and woman) of today up against, and how are they already preparing for the tougher environment of tomorrow?

The Changing Overseas Assignment: Managing for Competitive AdvantageM/A:49

Mismanagement of local conditions—not individuals' shortcomings—often lies behind expatriates' failures.

Healthcare

Healthcare Costs: Where Are They Headed?N/D:16
Most indicators point to higher healthcare costs for employers, but aggressive negotiation can hold the line.

Measuring Value in Healthcare:

The Quality FactorS/O:20
Serious financial and legal issues with managed care are compelling employers to become serious about quality.

Incentives

Saturn Corp.—A Different Kind of PayN/D:51
(Case Study) A distinctive risk and reward system is one key element supporting Saturn Corp.'s success—here's why.

Responding to a Tight Labor Market: Using Incentives to Attract and Retain Talented WorkersN/D:25
(CBR Minisurvey) Combining well-balanced incentives with more lifestyle benefits may provide the best answer, say respondents.

Discussing Incentive Compensation with Donald Hastings of Lincoln ElectricS/O:60
Lincoln Electric's retired chairman describes how the company's unique incentive system allows it to pay salaries well above average and still be profitable

Research From the Trenches...

Making Group Incentives WorkJ/A:37
New preliminary CARS research findings indicate that what makes group incentive reward programs successful is the level of commitment in time, effort, and money at each specific plan site.

Information Exchange Network

(The Network provides a forum for CBR subscribers to share their concerns and their expertise. CBR summarizes the exchanges.)

The Network Discusses: HR Staff Ratios, Performance MeasuresS/O:19

The Network Discusses: Improving Visibility of Profit Sharing PlansN/D:30

The Network Discusses: Internet Policies, Rewards and Recognition Programs, Team Pay, and BroadbandingM/A:18

The Network Discusses: Overtime Pay, Retention Incentives, and Bonuses and Other PerksJ/A:30

Metrics Reports

Behind the Big Picture: Employment

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Measuring Value in Healthcare:

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Relocation Managers Focus on Cost ControlM/A:14
While relocation costs have leveled off, family assistance requests have grown.

Where to Find Compensation and Benefits Sources on the WebJ/A:16
CBR develops a guide to finding useful web sites online.

Who Gets Hurt, and How Much Does It Cost?M/J:6
Premiums are down, but the only lasting solution to controlling workers' compensation costs lies in better workplace safety.

Performance Management

The Limited, Inc.: Using Strategic Performance Management to Drive Brand LeadershipN/D:33
(Case Study) The Limited's performance system helps its managers develop the leadership skills needed to achieve the company's long-range goals.

Relocation

Relocation Managers Focus on Cost ControlM/A:14
(Metrics Report) While relocation costs have leveled off, family assistance requests have grown.

Resources

Update: Where to Find More Compensation and Benefits Sources on the WebN/D:16
Compensation and benefits web sites are growing—here's an update on what is available online.

Where to Find Compensation and Benefits Sources on the WebJ/A:16
(Metrics Report) CBR develops a guide to finding useful web sites online.

Salary Surveys

Gathering Information for the New Age of CompensationM/A:57
Two case studies illustrate how to meet top management's demand for more—and more relevant—compensation information.

Is "The End of Jobs" the End of Pay Surveys Too? ..J/A:24
(Opinion) The job is not dead, but it is being deconstructed into its basic components, and pay surveys will be similarly deconstructed, says the author.

The Future of Salary Surveys When Jobs Disappear ..J/F:18
The new concept of jobs raises this question: "How do you match jobs when there are no jobs to match?"

Why We Haven't Seen "the End of Jobs" or the End of Pay SurveysJ/A:25
(Response) Companies will continue to find ways to categorize the type and level of work people do and to "market value" jobs, because the need for determining salaries won't disappear, the author says.

Teams

Critical Success Factors for Creating Superb Self-Managing Teams at XeroxS/O:31
(Case Study) Which has the greater impact on team performance, team design or effective coaching? The answer may surprise you.

Rejuvenating an Organization With Team PayS/O:25
(Case Study) Here's one practitioner's take on the obstacles to introducing team pay—and effective steps for solving them.

Team Performance Measurement: A Process for Creating Team Performance StandardsJ/F:38
This seven-step process includes ways to solve common performance measurement problems.

When Jobs Become Team Roles, What Do You Pay For?J/F:48
Current efforts to turn work into teamwork will be wasted without an appropriate compensation system

Telecommuting

Managing From Afar: Performance and Rewards in a Telecommuting EnvironmentJ/F:65
There are 13 key practices for successfully managing telecommuting.

Workers Compensation

California's Experience: Addressing Workers'

Compensation Fraud and AbuseM/J:44
Reforms have foiled the fraud and abuse that was undermining California's workers' compensation system.

Innovation and Regulation: Managed Care Moves into Workers' CompensationM/J:40
Lacking objective measures of outcomes, managed care regulation can be swayed by anecdote and emotion.

Integrating Employee Benefits: Giving Up the Moat MentalityM/J:31
Integrated benefits programs are ready for rapid expansion. Success will depend on learning what can work—or not work.

Managing Health-Related AbsencesM/J:58
Forget the myth that disability expenses are beyond a company's control; the fact is, disability costs can be managed—and here's how.

Riding the Economic Cycles: How Growth and Recession Affect Workers' CompensationM/J:12
The workers' compensation system's speedy recovery surprised everyone. But watch out—one-time curative measures can't stem the tide.

What Can an Employer Do to Influence the Cost of Its Workers' Compensation Program?M/J:20
Control costs by choosing the most suitable coverage and the right insurer or TPA and implementing loss control programs.

When Is Enough, Enough? Compensation For Employees Terminated After a Work-Related InjuryM/J:55
Two conflicting California workers' comp cases highlight the difficulty of keeping employees' and employers' interests balanced.

Who Gets Hurt, and How Much Does It Cost?M/J:6
(Metrics Report) Premiums are down, but the only lasting solution to controlling workers' compensation costs lies in better workplace safety.

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